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Train staff
Follow up procedures on defaulters
Improve billing system
Improve service delivery
Improve customer service
Water meters
Prosecute electricity defaulters
Decentralise day points to more accessible locations
Rate agricultural properties
National Parks
Valuation of settlements
Additional traffic police
External donor agencies

## Doing

No
Category
1
TECHNICAL SERVICES
1.1 Acceptable norms and standards
1.2 Schedules
1.3 Complaints

## Critical Performance Indicators

CRP's

1.1 All work done in the department is done according to accepted engineering norms and standards
1.2 All routine work is scheduled and schedules are met
1.3 The line of operational staff of the department spend on attending to complaints as a percentage of total operational time reduces each quarter until it reaches 20% which is thereafter maintained
2.1 All routine work is scheduled and schedules are met
2.2 Statistics relating to accidents, injury and the value of damage to property show a decreasing trend
2.3 Statistics especially those relating to transmittable disease, malnutrition, rheathis, clinic visits and births show continually improving trend
2.4 Degradation of Ntlanthe natural resources and environment is significantly reduced, and they are rehabilitated to natural conditions and sustained at that level, as evidence by key statistics
2.4.2 The incidence of non-compliance with environmental health requirements shows a decreasing trend
3.1.1 All routine work is scheduled and schedules are met
3.2.1 All legislative requirements are adhered to as evidence by no litigation
3.3.1 Services provided meet internal and external customer needs and customer satisfaction is maintained at 80% on all customer services
4.1.1 The accounts of the Municipality are maintained strictly according to GAMAP
4.2.1 Effective cash management ensures that money is always available to meet the current requirements of the Municipality
4.3.1 All financial reports are produced according to Approved schedule
4.4.1 The rate of increase in debt is reduced each month
4.4.2 Consumers who are able to pay are identified and the credit control system ensures that they do pay
4.4.3 Equitable Share claims are maximized
4.5.1 The requirements of the Municipal Finance Act are adhered to

## CORPORATE SERVICES

3.1 Schedules
3.2 Legislation
3.3 Customer Complaints
4.1 GAMAP
4.2 Cash Flow
4.3 Financial Reports
4.4 Debt
4.5 Municipal Financial Management Act

## FINANCIAL SERVICES

5.1 Annual Plan
5.2 Ad Hoc Audits
5.3 Implementation
6.1 Customer Survey

## INTERNAL AUDIT

5.1 The annual internal audit plan ensures that all critical aspects of municipal management and accounting are audited constantly
5.2 Ad hoc audits do not interfere with meeting the annual internal audit plan
5.3 All internal audit recommendations are implemented unless retracted by the audit committee
6.1.1 A Customer survey covering all services rendered by the Municipality is carried out during December annually
6.1.2 Customer satisfaction ratings of all services offered by the Municipality improve every quarter until they reach 80% where they are maintained

## Core Competencies [20% weighting]\*

Sub-Competencies

CRP's

No. Category

No.
Category

1	Core Managerial Competences	1.1 Strategic Capability	2	3	3	3	6.00	6.00
		1.2 Programme and Project Management	1	3	3	3	3.00	3.00
		1.3 Financial Management	1.5	3	3	3	4.50	4.50
		1.4 Change Management	1	3	3	3	3.00	3.00
		1.5 Knowledge Management (it)	1	3	3	3	3.00	3.00
		1.6 Service Delivery Innovation	2	3	3	3	6.00	6.00
		1.7 Problem Solving and Analytical Thinking	2	3	3	3	6.00	6.00
		1.8 People Management and employment	1.5	3	3	3	4.50	4.50
		1.9 Client Orientation and Customer Focus	2	3	3	3	6.00	6.00
		1.10 Community	1	3	3	3	3.00	3.00
2	Core Occupational Competences	1.11 Honesty and Integrity	1.5	3	3	3	4.50	4.50
		2.1 Self Management	0.5	3	3	3	1.50	1.50
		2.2 Interpretation and implementation within the legislative and national policy frameworks	1	3	3	3	3.00	3.00
		2.3 Knowledge of developmental local government	1	3	3	3	3.00	3.00
		2.4 Knowledge of Performance Management and Reporting	1	3	3	3	3.00	3.00
		2.5 Knowledge of global and South African specific political, social and economic contexts	1	3	3	3	3.00	3.00
		2.6 Policy Conceptualisation Analysis and Implementation	1	3	3	3	3.00	3.00
		2.7 Knowledge of more than one functional municipal discipline	0.5	3	3	3	1.50	1.50
		2.8 Modelation Skills	1	3	3	3	3.00	3.00
		2.9 Skills in Governance required by other national line sector departments	0.5	3	3	3	1.50	1.50
		2.11 Exceptional and dynamic creativity to improve the functioning of the municipality	0.5	3	3	3	1.50	1.50

**Budget Votes**

(Number and specified purpose of each budget allocation must be listed below)

Council General	3,562,180
Expenditure	
Municipal Manager	1,169,395.50
TOPPED	639,428
Total Operations	5,371,003.50
Total Capital	0

**IDP Project Commitments**

(A descriptive title of every IDP commitment of the incumbent must be listed below)

39	Municipal Manager	0.29	3	3	3	0.87	0.87
Training programmes, job creation and recreational programmes							

342	Municipal Manager	Koekamma Gateway and Associated Developments	0.29	1	1	3	0.87	0.26
399	Municipal Manager	Kareedouw – Two Streams charcoal project	0.29	2	2	3	0.87	0.56
55	Community	Participate in hit. poverty reduction programme	0.20	2	2	3	0.87	0.58
36	Corporate	Compile and approve Staff Organogram	0.2	3	3	1	0.80	0.60
40	Corporate	Church sites: available for sale/lease/develop	0.19	3	3	3	0.57	0.57
64	Corporate	Establish satellite offices	0.2	3	3	3	0.60	0.60
65	Corporate	Make business sites available for sale/lease	0.19	3	3	3	0.57	0.57
66	Corporate	Prepare a Spatial Development Framework	0.48	3	3	3	1.44	1.44
414	Corporate	Maintain satellite offices	0.2	3	3	3	0.60	0.60
422	Corporate	Facilitate and support MIG project implementation	0.19	4	4	3	0.57	0.76
423	Corporate	Facilitate and implement IDP Projects	0.2	3	3	3	0.60	0.60
425	Corporate	Promotion of gender equality and youth development	0.2	2	2	3	0.60	0.40
426	Corporate	Annual Report	0.2	3	3	3	0.60	0.60
429	Corporate	Facilitate internal audits – special investigation	0.46	3	3	3	1.38	1.38
288	Technical	Finalise water service development plan	0.19	4	4	3	0.57	0.76
13	Community	Formulate an Integrated Environmental Programme	0.19	1	1	3	0.57	0.19
84	Community	Establish school leavers support programme	0.19	1	1	3	0.57	0.19
87	Community	Lobby for ABET – facilities, educators	0.19	1	1	3	0.57	0.19
90	Community	Coldstream – Acquire funds for add. Land (housing)	0.19	1	1	3	0.57	0.19
91	Community	Sandrift – Purchase land for 350 houses	0.19	1	1	3	0.57	0.19
92	Community	Stormriver – Establish library	0.19	3	3	3	0.57	0.57
93	Community	Clarkson – Establish library	0.19	3	3	3	0.57	0.57
94	Community	Clarkson – Establish new creche	0.19	1	1	3	0.57	0.19
95	Community	Clarkson – Addit. Sportfield and ablution facility	0.19	1	1	3	0.57	0.19
98	Community	Kareedouw – Establish multi-purpose hall	0.19	1	1	3	0.57	0.19
99	Community	Kareedouw – Establish Cultural Centre	0.19	1	1	3	0.57	0.19
101	Community	Kareedouw – Upgrading of clinic	0.19	1	1	3	0.57	0.19
104	Community	Micropo Farms – Building of 500 houses	0.19	2	2	3	0.57	0.38
27	Community	Kareedouw – Building of 447 houses	0.19	3	3	3	0.57	0.57
31	Community	Ravina – Building of 300 houses	0.19	2	2	3	0.57	0.38
32	Community	Krakerd River – Building of 189 houses	0.19	2	2	3	0.57	0.38
34	Community	Louterwater – Building of 589 houses	0.19	3	3	3	0.57	0.57
35	Community	Coldstream – Build 289 houses	0.19	3	3	3	0.57	0.57
37	Community	Griekwa Rust – Development of 60 houses	0.19	2	2	3	0.57	0.38
42	Community	Lobby Dept. Educ. To upgrade facilities	0.19	2	2	3	0.57	0.38
43	Community	Encourage comm. to co-operate with Police Forum	0.19	2	2	3	0.57	0.38
60	Community	Kareedouw – Upgrading of various facilities	0.19	2	2	3	0.57	0.38
68	Community	Clarkson – Transfer houses to occupants	0.19	1	1	3	0.57	0.19
69	Community	Clarkson – Transfer Municipal Houses to occupants	0.19	1	1	3	0.57	0.19
70	Community	Kareedouw Caravan Park	0.19	2	2	3	0.57	0.38
73	Community	Joubertina – lobby Dept Health to re-open Hospital	0.19	3	3	3	0.57	0.57
74	Community	Joubertina – Additional land for housing	0.19	1	1	3	0.57	0.19
75	Community	Kwaalbrand – land for additional housing	0.19	1	1	3	0.57	0.19
76	Community	Sanddrif – Transfer Saifcol houses to occupants	0.19	2	2	3	0.57	0.38
77	Community	Sanddrif – Transfer houses to occupants	0.19	2	2	3	0.57	0.38
78	Community	Sanddrif – Transfer of Griekwa Rust properties	0.19	1	1	3	0.57	0.19
79	Community	Stormriver – Beadwork, sewing, cloth painting	0.20	3	3	3	0.87	0.87
80	Community	Thornham – Sewing	0.20	2	2	3	0.87	0.56
81	Community	Establish traffic law enforcement	0.19	2	2	3	0.57	0.38



428	Corporate		Facilitate Land Use Management	0.19	2	2	3	0.57	0.38
430	Corporate		Maintain council facilities	0.2	2	2	3	0.60	0.40
18	Finance	Investment Strategy		0.71	1	1	3	2.13	0.71
20	Finance	Prepare an Asset Register		0.23	3	3	3	0.69	0.69
83	Finance	Assistance for Fin Management and Planning		0.23	3	3	3	0.69	0.60
88	Finance	Kareedouw – Centralise Finance Dept		0.23	3	3	3	0.69	0.69
97	Finance	Indigent Policy		0.23	3	3	3	0.69	0.69
100	Finance	Outsource debt recovery		0.23	2	2	3	0.69	0.46
102	Finance	Prosecute Elect. Service defaulters		0.23	2	2	3	0.69	0.46
21	Finance	Valuation of properties		0.23	2	2	3	0.69	0.46
22	Finance	Rate agricultural properties		0.23	2	2	3	0.60	0.46
25	Finance	Valuation of settlements		0.23	2	2	3	0.69	0.40
26	Finance	Implement Mun. Financial Management Act		0.23	2	2	3	0.69	0.46
29	Finance	Establish Budget Office		0.23	2	2	3	0.69	0.46
30	Finance	New Financial Computer System		0.23	3	3	3	0.69	0.69
82	Technical	Mikand – Sewerage Treatment Works		0.19	3	3	3	0.57	0.57
2	Technical	Kareedouw – Upgrade bulk water supply		0.10	3	3	3	0.57	0.57
4	Technical	Coldstream – Solid waste disposal site		0.10	3	3	3	0.57	0.57
11	Technical	Eerstevier – Bulk Water Supply Assessment		0.10	3	3	3	0.57	0.57
12	Technical	Comprehensive Water Audit		0.10	3	3	3	0.57	0.57
15	Technical	Kareedouw Mountain View – Electrify 447 houses		0.19	3	3	3	0.57	0.57
17	Technical	Krakerd River – Sewerage Treatment Works		0.10	3	3	3	0.57	0.57
19	Technical	Mlenqu Farms – Housing Project Bulk Water Supply		0.19	3	3	3	0.57	0.57
89	Technical	Coldstream – Electrification of new housing		0.19	2	2	3	0.57	0.38
115	Technical	Kareedouw – Maintain toilets Daily: Qhayaalethu		0.19	1	1	3	0.57	0.19
116	Technical	Krakerd River – Maintain toilets		0.19	1	1	3	0.57	0.19
117	Technical	Joubertina – Maintain toilets		0.19	1	1	3	0.57	0.19
372	Technical	Woodlands – Transfer sewerage, water and up to KM		0.19	2	2	3	0.57	0.38

#### Assignments

(A descriptive title of every Assignment of the Incumbent must be listed below)

61	Investigate land required for Educ. facilities	0.19	1	1	3	0.57	0.19
261	Tourism – Formulate Tourism Development Plan	0.29	2	2	3	0.87	0.96
28	Compile and approve Performance Management Policy	0.2	1	1	3	0.60	0.20
33	Compile and approve Delegation of Powers and Standing	0.43	3	3	3	1.29	1.29
38	Prepare and approve Procurement Policy	0.43	1	1	3	1.29	0.43
67	Institutional Programme	0.43	1	1	3	1.29	0.43
411	Coordinate Int – ext. programmes in cooperation with gov	0.43	1	1	3	1.29	0.43
420	Facilitate disabled peoples programmes	0.29	1	1	3	0.87	0.29
317	Establish and maintain ward development forums	0.19	1	1	3	0.57	0.19
424	Lobby for additional funds for exstion projects	0.19	2	2	3	0.57	0.38
10	Joubertina – Negotiations with Irrigation Board	0.19	2	2	3	0.57	0.38

Total

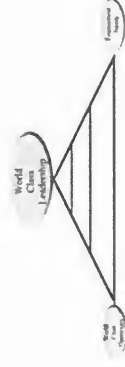
368.04

TOTAL PERFORMANCE SCORE (Actual as % of Standard)

80.56



HOWARD COOK ASSOCIATES.  
 PERFORMANCE SCORECARD CALCULATIONS  
 MUNICIPALITY: Koukamma  
 DESIGNATION TITLE: Chief Financial Officer  
 DATE: 2008/02/28 PERIOD: 1 July 2006 - 30 June 2007  
 INCUMBENT: Mr B Sass Mr C Oudshoorn (Acting)



**INSTRUCTIONS:**

1. The performance contract should be available for every position to be rated.
2. The definitions of the listed indicators should be borne in mind while undertaking the rating process and actual performance should be judged from measurements wherever possible.
3. Every KPI, CPI, CMC, Budget Vote, IDP commitment and Special Project is weighted for importance according to legislation.
4. Every KPI, CPI, CMC, Budget Vote, IDP commitment and Special Project is rated for actual performance on a scale of 1 to 5 where 1 is complete failure, 3 is performance to standard and 5 is performance completely beyond expectation.
5. Meeting standard is 3.
6. The standard score is weight X standard rating.
7. The actual score is weight X actual rating.

	1	2	3	4	5	6
	Weight	Performance Rating 1 to 5	Performance Rating 1 to 5	Standard Rating 3	Standard Score 1X4	Performance Score 1X2
		Team Leader	Team Member			

KPI, CPI, CMC, Budget Vote, IDP & Assignments

**Key Performance Indicators [80% weighting]\***

**Key Performance Area** Most Important Elements to Measure

No. 1. Municipal Transformation and Organisational Development

1.1. Performance Management System (PMS) aligned to the IDP for the Finance Department, developed and implemented.	0.75	2	1	3	2.25	1.50
1.2. An organisational structure for the Finance Department aligned to the IDP established and operationalised.	0.75	3	3	3	2.25	2.25
1.3. Effective administrative and institutional systems, structures and procedures appropriate to the Finance Department, including: human resources, financial policies, bylaws and communication systems established and implemented.	0.75	2	2	3	2.25	1.50
1.4 Integrated human resources management systems operationalised within the Finance Department	0.75	2	2	3	2.25	1.50
1.5 Customer service systems for the Finance Department developed and implemented	0.75	2	3	3	2.25	1.50

2	Infrastructure Development and Basic Service Delivery	10			0.00	0.00
	2.1 Investment Model implemented for development priorities in the IDP. (In the said model there should be a dynamic relationship between population growth projections, service delivery backlogs, revenue generation capacity and institutional capacity).	0.48	1	1	3	0.48
	2.2: 10% Reduction in reticulation losses for water and electricity (Rand-value)	0.48	2	2	3	0.96
	2.3: % Reduction in number of complaints from residents	0.48	1	1	3	0.48
	2.4. 25% Improvement in response time and resolution of complaints	0.48	1	1	3	0.48
	2.5. 10% Increase in payment of municipal services	0.48	3	3	3	1.44
	2.6. Asset register for all infrastructure and municipal property rehabilitated periodically and maintained	0.48	3	3	3	1.44
		55				0.00
3.	Municipal Financial Viability and Management					0.00
	3.1. Sound financial management practices implemented in terms of the MFMA priorities and time frames including but not limited to:					0.00
	3.1.1. Budget aligned to development and service delivery targets that municipalities are accountable for as set out in the adopted IDPs.	0.74	2	2	3	1.48
	3.1.2. Budget and Treasury office established	0.74	2	3	3	1.48
	3.1.3. Budget and revenue management is effective	0.74	2	2	3	1.48
	3.2. Financial reporting and auditing is performed	0.74	3	3	3	2.22
	3.3. Institutional capacity for municipality to spend is created	0.74	2	2	3	1.48
	3.4. Financial management policies and bylaws developed, including but not limited to: supply chain management, credit control, tariff and investment policies.	0.74	3	3	3	2.22
	3.5. Integrated financial management systems introduced and operationalised	0.74	3	3	3	2.22
						0.00
	3.6 Municipal financial viability targets set and achieved which will ensure that:					0.00
	3.6.1 Growth in service debtors is reduced.	0.74	2	2	3	1.48
	3.6.2 Consumer debt exceeding 90 days is recovered	0.74	2	2	3	1.48
	3.6.3 % Reduction in grants dependency rate	0.74	1	1	3	0.74
	3.6.4 Turnaround time for creditor payment improved	0.74	2	2	3	1.48
	3.6.5 % Personnel cost over the total operational budget is in line with regulatory framework	0.74	2	2	3	1.48

4.	Good Governance and Public Participation	4.1 Procedures for community participation processes as set out in legislation adhered to in terms of:	3.7 Provision for bad debt made	0.74	2	1	3	2.22	1.48
			3.8 Financial legislation implemented, and complied with, including the Property Rates Act and the Division of Revenue Act	0.74	3	3	3	2.22	2.22
				20				0.00	0.00
			4.1.1 Planning	0.74	3	3	3	2.22	2.22
			4.1.2 Budgeting	0.74	3	3	3	2.22	2.22
			4.1.3 Implementation	0.74	2	3	3	2.22	1.48
			4.1.4 Regular communication with communities on the achievement of targets set out in IDPs is carried out	0.74	2	2	3	2.22	1.48
			4.1.5 Relationship with organised business, labour and civil society built through transparency and accountability	0.74	2	3	3	2.22	1.48
			4.2 An anti-corruption strategy in terms of national strategy for the municipality is developed and implemented to address:					0.00	0.00
			4.2.1 Prevention	0.74	1	2	3	2.22	0.74
			4.2.2 Detection	0.74	1	2	3	2.22	0.74
			4.2.3 Awareness/communication	0.74	1	2	3	2.22	0.74
			4.3 Mechanisms to ensure disclosure of financial interest in place	0.74	2	1	3	2.22	1.48
			4.4 An effective communication strategy to promote transparency, public accountability, access to information, administrative justice and responsiveness to complaints are dealt with in terms of the relevant legislation, developed and implemented	0.74	2	3	3	2.22	1.48
			4.5 Unqualified audit report achieved and maintained	0.74	1	1	3	2.22	0.74
			4.6 Community satisfaction survey, conducted	0.74	1	1	3	2.22	0.74
			4.1 Strategies for Improving Revenue Collection are Implemented	0.74	3	3	3	2.22	2.22
			4.2 Strategies for extending the Revenue Base are implemented	0.74	2	2	3	2.22	1.48
			4.3 IDP and Budget process are integrated and done simultaneously in order to meet service delivery targets	0.74	2	2	3	2.22	1.48
			4.4 Alignment of budget to service delivery targets as set out in the IDP improves by 30% by June 2007	0.74	1	1	3	2.22	0.74
Municipal IDP Objectives									
1	Municipal Financial Viability and Management								
	Budget								



		Budget and treasury Office	4.5 Budget and Treasury Office established by June 2007	0.74	2	3	3	2.22	1.48
		Budget and revenue management	4.6 Budget and revenue management effectiveness improves by 20% by June 2007 through the implementation of proper management systems	0.74	1	2	3	2.22	0.74
		Financial auditing and reporting	4.7 Issues mentioned in the qualified audit report reduce by 50% by June 2007	0.74	1	3	3	2.22	0.74
		Capacity to spend	4.8 Adjustment budget is approved by council	0.74	3	3	3	2.22	2.22
			4.9 The number of budget votes over and under spent reduces by 50% by June 2007	0.74	1	2	3	2.22	0.74
		Integrated Financial Management systems	4.10 An integrated Financial Management System is implemented and fully operational by June 2007	0.74	2	2	3	2.22	1.48
		Service Debtors	4.11 Growth in service debtors is reduced by 25% by June 2007	0.74	1	2	3	2.22	0.74
		Consumer debt	4.12 Recovery date for consumer debt does not exceed 90 days by June 2007	0.74	1	2	3	2.22	0.74
		Grant dependency rate	4.13 Grant dependency rate is reduced by 10% by June 2007	0.74	1	1	3	2.22	0.74
		Creditor Payment	4.14 Creditor payment period is reduced to 90 days by June 2007	0.74	1	2	3	2.22	0.74
		% Personnel Cost	4.15 The Personnel cost % of operational budget is reduced to meet legislative requirements by June 2007	0.74	2	2	3	2.22	1.48
		Bad debt	4.16 Provision of at least 10% of bad debt is made in the new financial year budget	0.74	1	1	3	2.22	0.74

## Strategies

### Municipal Financial Viability and Management

Rev.Coll 1	Centralise finance department	0.74	3	2	3	2.22	2.22
2	Train staff	0.74	2	2	3	2.22	1.48
3	Follow-up procedures on defaulters	0.74	2	2	3	2.22	1.48
4	Improve billing system	0.74	2	3	3	2.22	1.48
5	Improve service delivery	0.74	2	3	3	2.22	0.74
6	Investment strategy	0.74	1	1	3	2.22	1.48
7	Water meters	0.74	2	2	3	2.22	0.74
8	Prosecute electricity defaulters	0.74	1	2	3	2.22	2.22
9	Decentralise pay points to more accessible locations	0.74	3	3	3	2.22	0.74
Rev.Imp1	Rate agricultural properties	0.74	1	1	3	2.22	0.74
2	National Parks	0.74	1	1	3	2.22	1.48
3	Valuation of settlements	0.74	2	2	3	2.22	1.48
5	External donor agencies	0.74	2	3	3	2.22	1.48

## Doing

### Critical Performance Indicators

No.	Category	Sub-Categories	CPI's				
1	Finance	1.1. Financial Acc.	1.1.1 All required reports / statements and documents are reported / submitted by set deadlines	2.71	2	2	5.42
			1.1.2 All required reports / statements and documents are submitted in required format	2.71	2	2	5.42

		1.1.3 Identified projects have commenced for the year under review	2.71	2	2	3	8.13	5.42
	1.2. Revenue	1.2.1 Revenue recovery rate is 80% or higher of accruals on a monthly basis	2.71	2	2	3	8.13	5.42
		1.2.2 Consumer complaints are less than 5% of total accounts rendered.	2.71	2	3	3	8.13	5.42
	1.3 Expenditure	1.3.1 All creditors are paid within 90 days of invoice date.	2.71	2	2	3	8.13	5.42
		1.3.2 All staff salaries and deductions are paid before the end of each month	2.71	2	3	3	8.13	5.42
		1.3.3 A balanced trial balance of expenditure and reconciled controls are finalized by the 7 <sup>th</sup> day of the consecutive month	2.71	2	3	3	8.13	5.42

### Core Competencies [20% weighting]\*

No.	Category	Sub-Categories	CPI's					
1.	Core Managerial Competencies	1.1 Strategic Capability	2	3		3	6.00	6.00
		1.2 Programme and Project Management	2	3		3	6.00	6.00
		1.3 Financial Management	1.5	4		3	4.50	6.00
		1.4 Change Management	1	3		3	3.00	3.00
		1.5 Knowledge Management (IT)	1	4		3	3.00	4.00
		1.6 Service Delivery Innovation	2	3		3	6.00	6.00
		1.7 Problem Solving and Analytical Thinking	1	4		3	3.00	4.00
		1.8 People Management and empowerment	1.5	3		3	4.50	4.50
		1.9 Client Orientation and Customer Focus	2	3		3	6.00	6.00
		1.10 Communication	1	3		3	3.00	3.00
		1.11 Honesty and Integrity	1.5	3		3	4.50	4.50
		2.1 Self Management	0.5	4		3	1.50	2.00
		2.2 Interpretation of and implementation within the legislative and national policy frameworks	1	4		3	3.00	4.00
2.	Core Occupational Competencies							

2.3 Knowledge of developmental local government	1	3	3	3.00	3.00
2.4 Knowledge of Performance Management and Reporting	1	3	3	3.00	3.00
2.5 Knowledge of global and South African specific political, social and economic contexts	1	3	3	3.00	3.00
2.6 Policy Conceptualisation Analysis and Implementation	1	3	3	3.00	3.00
2.7 Knowledge of more than one functional municipal field/discipline	0.5	3	3	1.50	1.50
2.8 Mediation Skills	1	3	3	3.00	3.00
2.9 Skills in Governance	0.5	3	3	1.50	1.50
2.10 Competence as required by other national line sector departments	0.5	2	3	1.50	1.00
2.11 Exceptional and dynamic creativity to improve the functioning of the municipality	0.5	3	3	1.50	1.50

## Budget Votes

(Number and specified purpose of each budget allocation must be listed below)

Manager Financial Services	2.71	2	2	8.13	5.42
IT Services	2.71	2	3	8.13	5.42
Expenditure	2.71	2	3	8.13	5.42
Income	2.71	2	2	8.13	5.42
Rates	2.71	2	2	8.13	5.42
Total Operational	2.71	2	2	8.13	5.42
Total Capital	2.71	2	3	8.13	5.42
	0				

## IDP Project Commitments

(A descriptive title of every IDP commitment of the incumbent must be listed below)

18	Finance	Investment Strategy	0.74	1	3	2.22	0.74
20	Finance	Prepare an Asset Register	0.74	3	3	2.22	2.22
83	Finance	Assistance for Financial Management and Planning	0.74	3	3	2.22	2.22

88	Finance		Kareedouw – Centralise Finance Dept	0.74	3	3	2.22	2.22
97	Finance	Indigent Policy		0.74	3	3	2.22	2.22
100	Finance		Outsource debt recovery	0.74	2	3	2.22	1.48
102	Finance		Prosecute Elect. Service defaulters	0.74	2	3	2.22	1.48
21	Finance	Valuation of properties		0.74	2	3	2.22	1.48
22	Finance		Rate agricultural properties	0.74	2	3	2.22	1.48
25	Finance	Valuation of settlements		0.74	2	3	2.22	1.48
26	Finance		Implement Mun. Financial Management Act	0.74	2	3	2.22	1.48
29	Finance		Establish Budget Office	0.74	2	3	2.22	1.48
30	Finance	New Financial Computer System		0.74	3	3	2.22	2.22
434	Finance	Implementation and operation of new fin. Pc system		0.74	3	3	2.22	2.22

### Assignments

(A descriptive title of every Assignment of the incumbent must be listed below)

Total

0 00

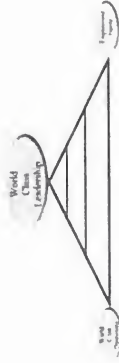
370.02

273.49

TOTAL PERFORMANCE SCORE (Actual as % of Standard)

73.91

HOWARD COOK ASSOCIATES.  
 PERFORMANCE SCORECARD CALCULATIONS  
 MUNICIPALITY: Koukamma  
 DESIGNATION TITLE: Manager Community Services  
 DATE: 2008/02/28 PERIOD: 1 July 2006 - 30 June 2007  
 INCUMBENT: Mr Jeffrey Ruiters



**INSTRUCTIONS:**

1. The performance contract should be available for every position to be rated.
2. The definitions of the listed indicators should be borne in mind while undertaking the rating process and actual performance should be judged from measurements wherever possible.
3. Every KPI, CPI, CMC, Budget Vote, IDP commitment and Special Project is weighted for importance according to legislation.
4. Every KPI, CPI, CMC, Budget Vote, IDP commitment and Special Project is rated for actual performance on a scale of 1 to 5 where 1 is complete failure, 3 is performance to standard and 5 is performance completely beyond expectation.
5. Meeting standard is 3.
6. The standard score is weight X standard rating.
7. The actual score is weight X actual rating.

	1	2	3	4	5	6
	Weight	Performance Rating 1 to 5	Performance Rating 1 to 5	Standard Rating 3	Standard Score 1X4	Performance Score 1X2
		Team Leader	Team Member			

KPI, CPI, CMC, Budget Vote, IDP & Assignments

**Key Performance Indicators [80% weighting]\***

**Key Performance Area Most Important Elements to Measure Key Performance Indicator**

No.  
 1. Municipal Transformation and Organisational Development

1.3 0.00 0.00

1.1. Performance Management System (PMS) aligned to the IDP for Community Services Department, developed and implemented.	0.46	2	2	3	1.38	0.92
1.2. An organisational structure for the Community Services Department aligned to the IDP established and operationalised.	0.46	3	3	3	1.38	1.38
1.3. Effective administrative and institutional systems, structures and procedures appropriate to the Community Services Department, including: human resources, financial policies, bylaws and communication systems established and implemented.	0.46	2	2	3	1.38	0.92
1.4 Integrated human resources management systems operationalised within the Community Services Department	0.46	2	2	3	1.38	0.92
1.5 Customer service systems for the Community Services Department developed and implemented	0.46	2	2	3	1.38	0.92



2.	Infrastructure Development and Basic Service Delivery	40				0.00	0.00
	2.1. Contribution to development of Infrastructure Development and Investment Model with regard to population growth projections, service delivery backlogs.	2	2	3		1.05	0.70
	2.2 % Reduction in number of complaints from residents	2	2	3		1.05	0.70
	2.3 25% Improvement in response time and resolution of complaints	2	3	3		1.05	0.70
	2.4 The provision of basic municipal services to the satisfaction of residents (That is, clear delivery programmes and projects and enabling authority, to progressively achieve national service delivery targets in terms of):					0.00	0.00
	2.4.1 Housing	1	1	3		1.05	0.35
	2.4.2 Cemeteries	1	3	3		1.05	0.35
	2.4.3. Sport and Recreation	2	3	3		1.05	0.70
	2.4.4. Protection Services	3	3	3		1.05	1.05
	2.4.5. Disaster Management	3	3	3		1.05	1.05
	2.4.6. Libraries	3	2	3		1.05	1.05
	2.5 Sustainable human settlement development facilitated through engagement with sector departments in line with the IDP and through IGR Structures:					0.00	0.00
	2.5.1 IDP Integrates sector plans including Housing, Health, Social Development, Home affairs, DME, DWAF, DTI, DEAT, Education, Land affairs.	1	1	3		1.05	0.35
	2.5.2 Spatial Development Framework in IDP includes spatial reconstruction policies, environmental, social and demographic trends, land use policies and representation of sustainable human settlement vision.	2	2	3		1.05	0.70
3.	Local Economic Development (LED)	20				0.00	0.00
	3.1 Sustainable community investment programmes introduced and implemented	1	2	3		2.01	0.67
4.	Municipal Financial Viability and Management	15				0.00	0.00

4.1 Sound financial management practices implemented in terms of the MFMA priorities and time frames including but not limited to:

4.1.1. Budget aligned to development and service delivery targets that the Community Services Department is accountable for as set out in the adopted IDP	0.6	2	3	3	1.80	0.00	0.00
4.1.2 Community Services Department Budget and revenue management is effective	0.6	2	2	3	1.80	1.20	1.20
4.1.3. Integrated financial management systems operationalised within the Community Services Department	0.6	1	1	3	1.80	0.60	0.60

4.2 Municipal financial viability targets set and achieved which will ensure that:

4.2.1 % Personnel cost over the total operational budget is in line with regulatory framework	0.6	1	2	3	1.80	0.60	0.60
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## 5. Good Governance and Public Participation

5.1 Procedures for community participation processes as set out in legislation adhered to in terms of:

5.1.1 Planning	0.38	2	2	3	1.14	0.76	0.76
5.1.2 Budgeting	0.38	2	3	3	1.14	0.76	0.76
5.1.3 Implementation	0.38	2	2	3	1.14	0.76	0.76
5.1.4 Monitoring and reporting	0.38	2	2	3	1.14	0.76	0.76
5.1.5 Regular communication with communities on the achievement of targets set out in IDPs is carried out	0.38	2	3	3	1.14	0.76	0.76
5.1.5 Relationship with organised business, labour and civil society built through transparency and accountability	0.38	2	2	3	1.14	0.76	0.76

5.2 An anti-corruption strategy in terms of national strategy for the municipality is developed and implemented to address:

5.2.1 Prevention	0.38	1	1	3	1.14	0.38	0.38
5.2.2 Detection	0.38	1	1	3	1.14	0.38	0.38
5.2.3 Awareness/communication	0.38	1	1	3	1.14	0.38	0.38

	1	2	3	
0.38				0.38
				1.14

Case	1	2	3	4
1	0.38	2	3	1.14
2	0.76			

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1.1 All development nodes and towns have access to sport and recreation facilities within 5 years
1.2 Every learner has access to quality education, close to place of residence as evidenced by:
a) A reduction in the % disposable income spent on education (transport)
b) An increase in the provision of education facilities each year
1.3 Every household has access to primary health care facilities within 5 years
1.4 Crime levels are reduced by 5% annually
1.5 The municipality is self-sufficient in providing an effective fire-fighting service as evidenced by reduced response time
2.1 Regular sessions and correspondence through IGR Structure are in place by June 2007 with specific attention to Misgund and Joubertina

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Provision of new housing
Facilitate and improve community services and facilities
Transfer existing houses
Promote sport, arts, cultural and heritage activities
Provide/upgrade sports facilities
Identify suitable land for education
Engage the Department of Education to construct schools, crèches etc
Formulate a Koukamma bursary system
Facilitate and encourage education including adult basic education
Undertake an HIV/Aids awareness programme
Undertake effective environmental health practices
Facilitate the enhancement of the health care system

Priority
7.1
7.2
7.3
7.4
7.5
7.6

Participate in initiatives to combat crime
Promote justice and human rights
Undertake effective fire prevention/protection services
Prepare a disaster management plan
Undertake traffic law enforcement
Facilitate safe environments

0.35	2	3	3	1.05	0.70
0.35	2	2	3	1.05	0.70
0.35	3	3	3	1.05	1.05
0.35	1	1	3	1.05	0.35
0.35	3	3	3	1.05	1.05
0.35	3	3	3	1.05	1.05

## Doing

No.	Category
1	COMMUNITY SERVICES

## Critical Performance Indicators

Sub-Categories	CPI's
1.1 Library services	1.1.1 All libraries are accessible to communities 5 days a week
1.2 Environmental management and Recreation	1.2.1 Recreational buildings are maintained in a constantly ready to use condition
	1.2.2 Play park equipment is maintained in a condition suitable for constant use
	1.2.3 Grass at all facilities is kept cut and clean as per schedule
	1.2.4 Sports fields are managed by committees/forums on behalf of council according to service level agreements
1.3 Fire Service	1.3.1 Fire fighting teams are trained to be in a state of constant preparedness
	1.3.2 46ha of firebreaks are maintained
1.4 Housing	1.4.1 Reconciliations of housing projects are submitted to DHLG before the 10th of each month
	1.4.2 There is no outstanding debt to suppliers and contractors
	1.8.3 Land for housing is identified through the SDF Process
1.5 Cemeteries	1.5.1 Twelve cemeteries are maintained in a neat and respectable condition as per schedule.

2.46	2	2	3	7.38	4.92
2.46	2	3	3	7.38	4.92
2.46	1	1	3	7.38	2.46
2.46	3	3	3	7.38	7.38
2.46	2	2	3	7.38	4.92
2.46	3	3	3	7.38	7.38
2.46	3	3	3	7.38	7.38
2.46	2	3	3	7.38	4.92
2.46	2	3	3	7.38	4.92
2.46	3	3	3	7.38	7.38
2.46	2	2	3	7.38	4.92

## Core Competencies [20% weighting]\*

No.	Category
1	Core Managerial Competencies

## CPI's

Sub-Categories	CPI's
1.1 Strategic Capability	
1.2 Programme and Project Management	
1.3 Financial Management	
1.4 Change Management	
1.5 Knowledge Management (IT)	
1.6 Service Delivery Innovation	

2	3	3	3	6.00	6.00
2	3	3	3	6.00	6.00
1	3	3	3	3.00	3.00
1	3	3	3	3.00	3.00
1	3	3	3	3.00	3.00
2	2	3	3	6.00	4.00